



Alliance for Language Learners'  
Integrating, Education, and Success

ESL Providers' Network

# ALLIES Development Update

October 28, 2011



# Presentation & Discussion

- The Need – Why we are forming ALLIES
- ALLIES 2011 Activities
- Draft Mission and Values

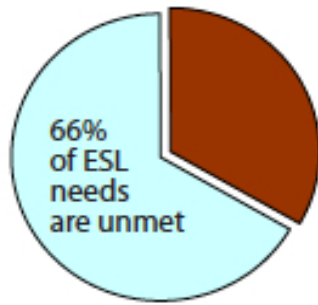
*We will have questions and discussion after each of these topics.*

# The Need – Why form a network

- Immigrants are key to our future
  - 1/3 of residents are foreign born
  - 1/2 of workforce are immigrants
  - 2/3 of children have immigrant parents
- Yet, services are at risk due to budget cuts
  - Risk of growing achievement gaps
  - Risk of reduced opportunity and social mobility
- Lack of a coordinated strategy contributes to problems of access and success

# The Need

Our region faces a troubling gap in English acquisition opportunities.



From 2000-2006, the ESL needs of 66 percent of limited English proficient residents were not being met due to budget constraints.

Since that time, ESL funding has been reduced by approximately 25 percent and additional cuts are likely.

ALLIES will meet this challenge by advocating for public funding, attracting alternative resources and improving efficiencies through better use of existing resources.



## Need – Environmental Scan factors

- Lower educational competencies of “replacement generation”
- Increasing skill needs
- Access barriers: documentation, support services, institutional barriers
- Technology and information literacy issues



Question:

*Are there other important challenges, opportunities or trends?*



# ALLIES 2011 Activities

# 1. ESL Provider Network - Purpose



- Purpose:** Support student access to and success in English Language Acquisition programs through local and regional collaborations that promote:
- Alignment and coordination
  - Best practices
  - Access
  - Policy changes
  - Measurement of effectiveness

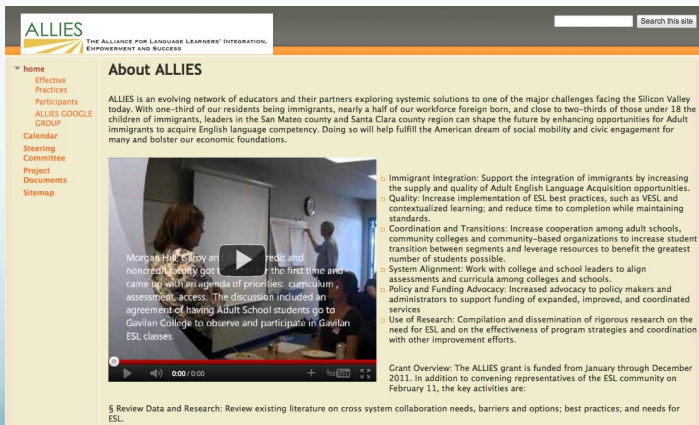
# 1. ESL Provider Network - Implementation



# Multi-Sector Coalition



# Logo Website, Video and Newsletter

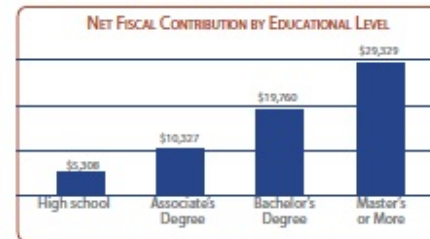


The Silicon Valley region benefits from being one of the most diverse areas in the nation. One-third of our residents are immigrants, nearly a half of our workforce is foreign born, and close to two-thirds of those under 18 are the children of immigrants.

ALLIES is a growing coalition of organizations committed to ensuring that all members of our communities have opportunities to learn the English language skills necessary to participate fully in our civic and economic life.

## Helping Families and the Economy

In today's economy, family-sustaining jobs require a college degree or industry-recognized vocational certificate. ALLIES will address this reality by connecting English language learners to pathways leading to careers and postsecondary education. This will benefit individuals and families, while also generating net fiscal contributions per worker.



Sources: California Budget Project; CA Adult Ed Strategic Plan

## Investing in the Future

ALLIES aims to achieve returns on investment in education:

- Stronger economic foundations
- Improved civic participation
- Improved learning gains for the children of adult learners
- Increased opportunity and social mobility

ALLIES, Newsletter 1, June 2011

## Join ALLIES

ALLIES is inviting leaders from business, government, labor, community groups and foundations to join together in implementing innovative solutions. In fall 2011, we will bring together these diverse perspectives to develop innovative and coordinated English language acquisition strategies. We are looking for:

- Catalysts
- Problem solvers
- Advocates
- Advisors

## Contribute your ideas!

The Fall's strategic dialogs will explore potential strategies such as:

- Language programs geared to job content and workforce trends
- Pathways from adult schools to colleges and on to family sustaining jobs
- Social media and web-supported language programs
- Partnerships with business, labor, and the community to increase language acquisition

## Join Us

Please let us know you are interested by emailing us at [info@allies4esl.org](mailto:info@allies4esl.org)





# Policy Discussions

- Testify at Little Hoover Commission
  - ALLIES seen as a positive model
  - Cañada-Sequoia collaboration
  - ALLIES Regional Strategy
- Conversations with:
  - California Department of Education
  - Career Ladders Project

# Observations

*ALLIES has been described as*

- *A movement*
- *A community*
- *A coalition*
- *An organization*
- *Unique in the state*

## Question:

*As you reflect on your experience of ALLIES this year, what do you believe are:*

- *Strengths*
- *Areas for improvement*



# Values and Mission

# Values

- Learner Access and Success
- Collaboration
- Innovation
- Evidence-based improvement
- Community

## Questions:

- *Is this an accurate expression of our values?*
- *Are there additions or refinements?*

# ALLIES Mission – Summary version draft

*Creating collaborations to  
empower adult language  
learners to succeed...*

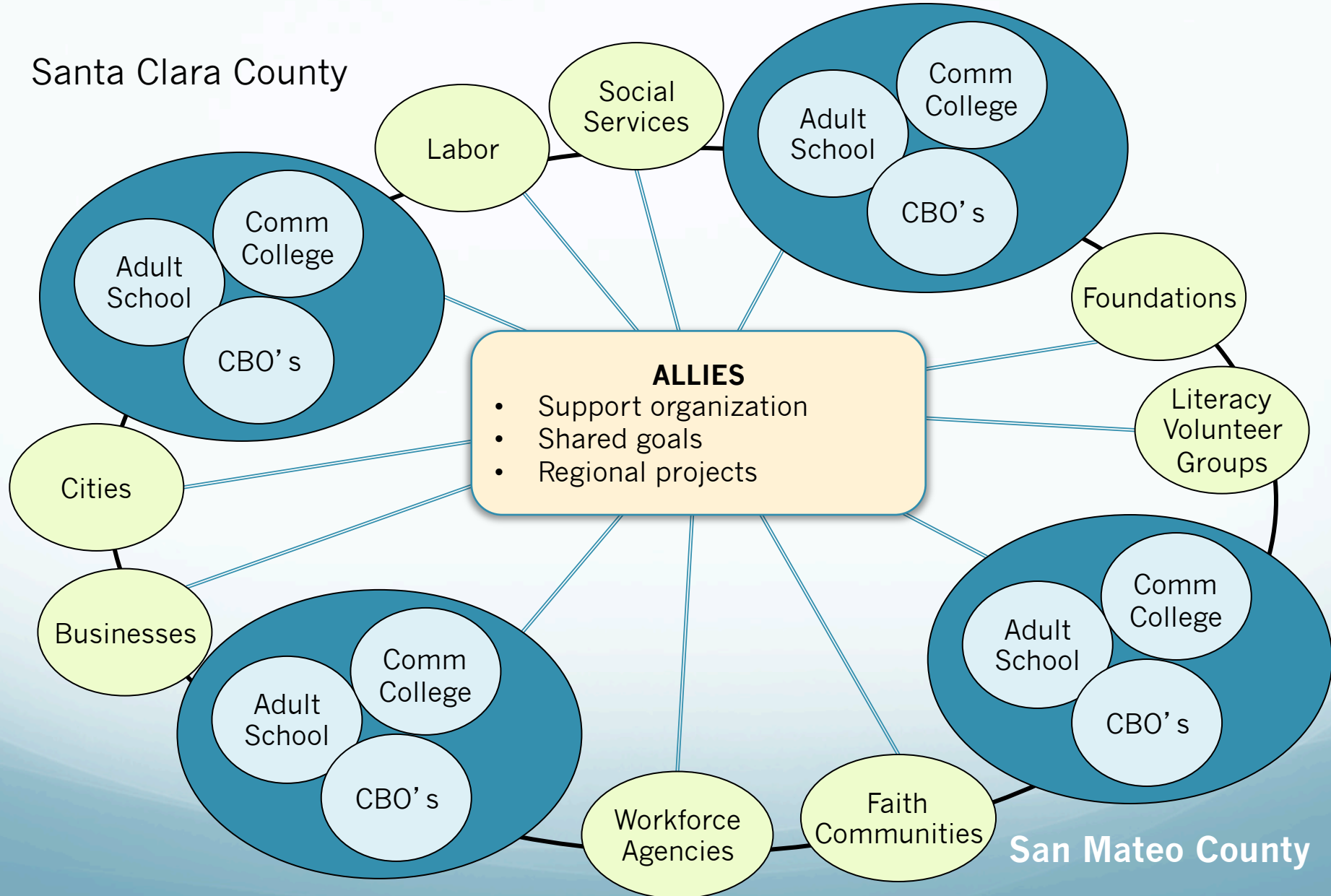


## ALLIES Mission – Detailed version

**ALLIES facilitates local and regional collaborations to empower adult language learners** to become **self-sufficient** and contribute to **community life** and the **economy** of the Silicon Valley region through:

- Alignment and resource leveraging
- Innovations and best practices
- Access
- Policy
- Measurement of effectiveness

*We empower adult language learners through collaboration.*



## Questions:

- *Questions of clarification?*
- *Is this an accurate expression of what ALLIES mission should be?*
- *How can we improve the mission?*

# Next Steps

- Refine the strategy through dialog with
  - Strategic Action Planning Group
  - ALLIES Steering Committee
- Post a draft Strategic Plan to the ALLIES web in December/January
- Secure funding for 2012
- Complete the plan in January

## Questions/Discussion:

- *Any questions about anything?*
- *Comments?*



Alliance for Language Learners'  
Integrating, Education, and Success

ESL Providers' Network

# ALLIES Development Update

October 28, 2011







# Potential Change Model for ALLIES

## The Collective Impact Model:

Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by

- A shared measurement system,
- Mutually reinforcing activities,
- Ongoing communication, and
- Are staffed by an independent backbone organization.

# Getting away from “isolated impact”

**Isolated Impact :** Most efforts try to find and fund a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely.

**Limited Results:** There is scant evidence that isolated initiatives are the best way to solve many social problems in today's complex and interdependent world. No single organization is responsible for any major social problem.

# Moving to “collective impact”

Collective impact requires a systemic approach to social change that focuses on the relationships between organizations and the progress toward shared objectives.

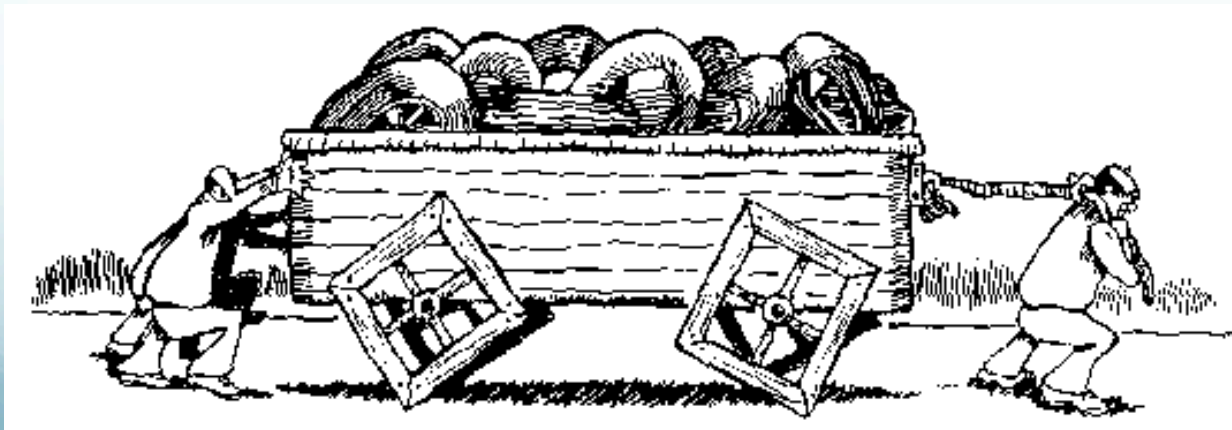
# Collective Impact

Why do collective impact efforts make progress on educational reform in their communities?

- ▣ Common Agenda
- ▣ Shared Measurement Systems
- ▣ Mutually Reinforcing Activities
- ▣ Continuous Communication
- ▣ Support Organizations

# Making Impact

- Common Agenda
- Collective impact requires all participants to have a shared problem definition and vision for change.
- How do we get there?



# Making Impact

- Shared Measurement Systems
- Collecting data and measuring results consistently on indicators at the community level and across all participating organizations.
- How do you determine these measures and create continuous learning?

# Making Impact

- Mutually Reinforcing Activities
  - Impact depends on a diverse group of stakeholders working together.
  - How do you align activities and not duplicate?



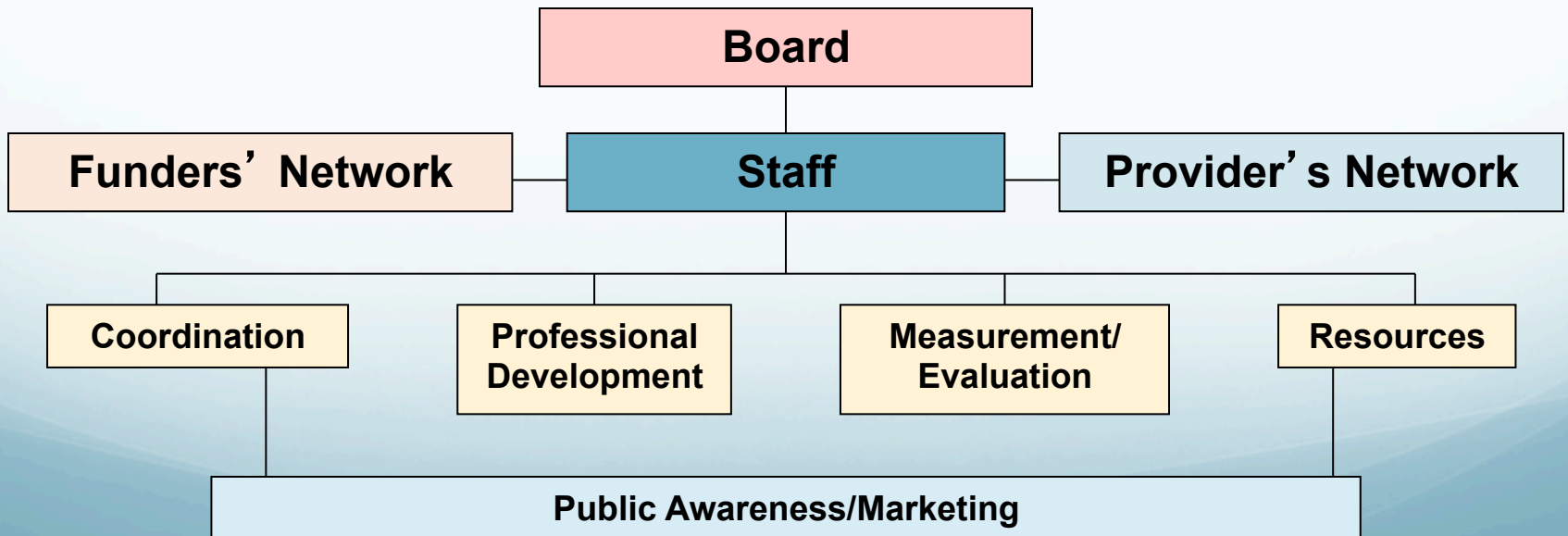


# Making Impact

- Continuous Communication
  - Developing trust among nonprofits, corporations, and government agencies is a monumental challenge.
  - How is this done?

# Making Impact

- Support Organizations
  - Creating and managing impact requires a separate organization and staff to serve as the backbone.
  - What is their role?



ALLIES

Mission



# ALLIES



The mission of ALLIES is to promote **coordinated regional efforts** to prepare adult language learners to become self-sufficient and **contribute to community life and the economy** of the Silicon Valley region.

## History and Timeline

- SVCF Planning grant for 2011
- Action research – exploratory action projects
- Start focused implementation in 2012

## Support and Recognition for ALLIES Success

- Testimony at **Little Hoover Commission** as a best practice for community college / Adult school collaboration
- Invitations to collaborate with **the Basic Skills Initiative**
- Connections with **state leaders** in Chancellor's Office and CDE's Adult Education Office

# Online Data Collection for Promising Practices

## ALLIES: Promising Practices

ALLIES is an evolving network of educators and their partners exploring systemic solutions to one of the major challenges facing the Silicon Valley today. With one-third of our residents being immigrants, nearly a half of our workforce foreign born, and close to two-thirds of those under 18 the children of immigrants, leaders in the San Mateo county and Santa Clara county region can shape the future by enhancing opportunities for Adult immigrants to acquire English language competency. Doing so will help fulfill the American dream of social mobility and civic engagement for many and bolster our economic foundations.

If you are collaborating with another institutions for your intervention, please collaborate on completing this form.

**\* Required**

**Intervention name \***

*If you have not named the intervention, please identify a phrase to distinguish it.*

**Contact Name from organization 1 \***

**Contact Name from organization 2**

*If this applies*

**Contact Name from organization 3**

*If this applies*

**Organization 1 \***

**Organization 2**

*If it applies*

**Organization 3**

*If it applies*

**Email Contact 1 \***

**Email Contact 2**

*If it applies*

## Potential Projects

- Pilot project on technology literacy and integration
- Policy advocacy agenda
- Coordinated strategy to support the regional economy
- Coordinated professional development
- Technical assistance on promising practices
- Alignment of service delivery



# Intended Impacts

- Progressive educational attainment
  - Transitions from adult schools to community college
  - Transitions to 4-year universities
  - Degrees and certificates
- A skilled and flexible workforce
- Improved economic security and mobility for newcomer communities
- Improved educational outcomes of the children of newcomers
- Increased civic participation

## Where Are We Going Next?

- ESL Provider Network Meeting: Oct. 28, 2011
- External Stakeholders Meetings: Oct. / Nov. / Dec.
- Leadership Summit: November, 2011  
Provide leadership for a regional coordinated strategy across community colleges, adult education and community-based organizations, business, labor, and foundations.
- Seek Additional funding: October 14 and ongoing.
- Final Strategic Plan: January 2012
- Final operational and governance plan for ALLIES: February
- Implementation: February 2012

# Leadership Summit

Explore the potential of ALLIES and shape the strategic plan through dialog with:

- Community College CEO's
- School District Superintendents
- State educational leaders

(Potentially including key business, labor and CBO representatives.)

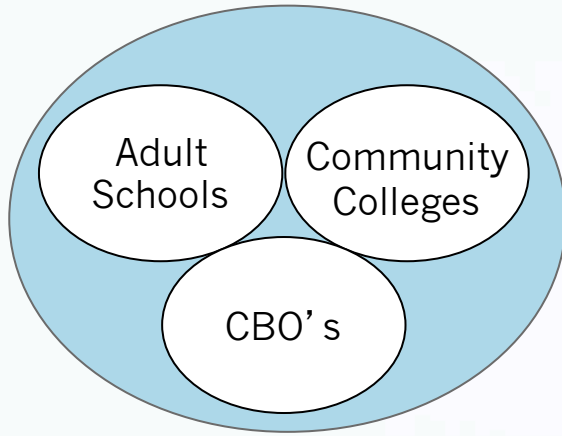
# For more information

[www.ALLIES4esl.org](http://www.ALLIES4esl.org)

[info@allies4esl.org](mailto:info@allies4esl.org)

[paul@pauldownsconsulting.com](mailto:paul@pauldownsconsulting.com)

## North San Mateo County



Business

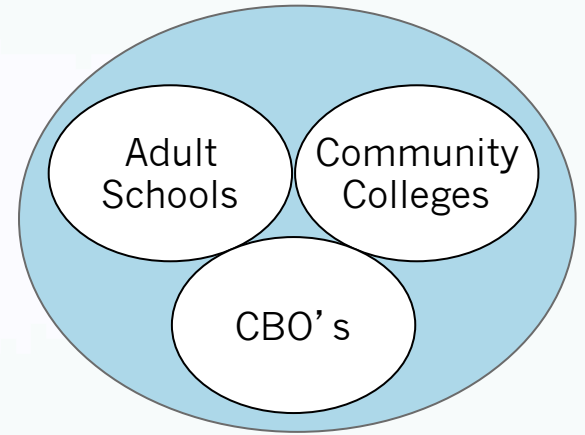
Work Force Agencies

Labor

Faith Communities

Literacy Volunteers

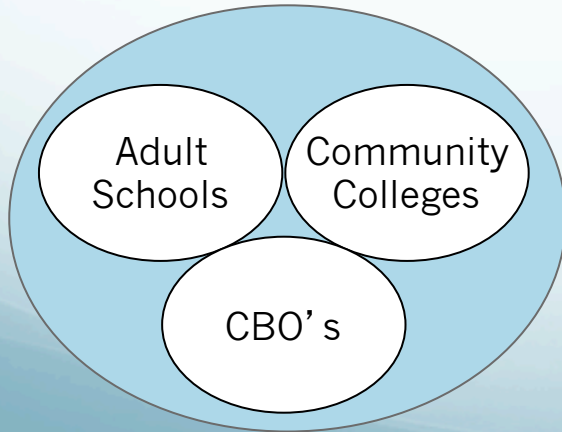
## South San Mateo County



### ALLIES

- Support organization
- Shared goals
- Regional projects

## North Santa Clara County



Business

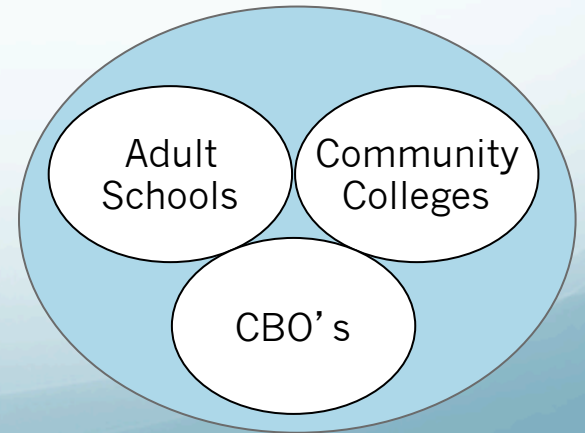
Work Force Agencies

Labor

Faith Communities

Literacy Volunteers

## South Santa Clara County



# Major Initiatives



## ALLIES

ESL Provider  
Network

Stakeholder  
Coalition